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221-9363

A PUBLICATION OF THE 502nd AIR BASE WING — JOINT BASE SAN ANTONIO-FORT SAM HOUSTON



FORMER DRILL SERGEANTS LIVE THE CREED **PAGE 4**



TOP WARRANT OFFICER VISIT **PAGE 6**



STROKE VICIMS GET HELP AT BAMC **PAGE 10**

JBSA-Fort Sam Houston kicks off holiday season



Santa and Mrs. Claus and their elf helper were greeted by families on their arrival to the holiday tree lighting ceremony at the Joint Base San Antonio-Fort Sam Houston Main Flag Pole Dec. 2. Families waited in line to meet with Santa Claus, get a picture taken and have their children tell Santa what was on their wish list. See Page 13 for more photos.

Photo by
Olivia Mendoza

Lt. Gen. Horoho relinquishes command of U.S. Army Medical Command

By Kirk Frady
Army Medicine Public Affairs

Lt. Gen. Patricia D. Horoho passed the flag to Army Vice Chief of Staff Gen. Daniel Allyn during a ceremony at Fort Sam Houston Dec. 3, marking the end of her tenure as the Army's 43rd Surgeon General.

Horoho assumed command of the U.S. Army Medical Command Dec 5, 2011 and was sworn in as the 43rd Army Surgeon Gen-



Army Vice Chief of Staff Gen. Daniel B. Allyn (left) and outgoing Army Surgeon General and Commanding General of the U.S. Army Medical Command Lt. Gen. Patricia D. Horoho salute during her relinquishment of command ceremony at MacArthur Parade Field on Fort Sam Houston Dec. 3.

Photo by Robert Shields

See HOROHO, P8

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Dealing with holiday stress

By Capt. Jerry Novack
96th Medical Group
Eglin Air Force Base, Fla.

It's that time of year again. All things pumpkin spice become all things peppermint; television networks start showing nostalgic, holiday-themed movies; in northwest Florida, we complain about cold weather while the rest of the country actually deals with winter; and I write the holiday stress mental health message.

My challenge, of course, is to write something of value not already heard or read ad nauseam. This can be a real challenge, considering the main stressors this time of year remain relatively constant.

I should recommend to create and stick to a holiday budget, spend time with loved ones instead of spending money on presents, and consider thrifty options when gift shopping. If you do these things effectively, then you should be writing me

advice – not the other way around.

No matter how well I plan and budget, I find myself blindsided by unexpected expenses beyond gifts. There are holiday cards, parties, meals out, entertainment events, and postage I consistently fail to consider. Some strategies can help with damage control, though.

I maintain my year-round savings habits by setting up automatic, online funds transfers into retirement and savings accounts, and limit (or eliminate) credit cards with high interest ratings. I also create a “tighten the belt” plan for early January to help me recover from the holiday expenses. If anyone needs help managing holiday spending, make an appointment with a financial advisor or go to the nearest Military & Family Readiness Center.

I adore my family. The more I miss them, the more I adore them. Each year, I approach the holi-

days longing to reconnect with my siblings, parents, nieces and nephews.

By Jan. 2, I cannot wait to get away from them again. Time with family can be simultaneously wonderful and fulfilling and frustratingly stressful.

We can get overwhelmed if we forget to schedule in personal time or “little getaways” when visiting with family. For me, an afternoon spent in the bookstore or at a local Brazilian jiu-jitsu school can help me get some downtime, remember that I really do love these people, and re-engage renewed and happy.

Without scheduled breaks, I get irritable and relationships begin to rapidly deteriorate. Figure out what you need in order to manage family visits and protect it because it matters.

For many people, the winter holidays and New Year's celebration carries meaning and/or memories that can conjure feel-



Graphic by Corey Parrish

ings of sadness, anxiety or grief.

I hesitate to call these negative emotions because in certain circumstances they can be not only appropriate, but helpful. However, for some, these feelings can seem overwhelming, especially when juxtaposed with the happiness and cheer they see around them.

First, know that feeling down is perfectly normal from time to time. Do not forget we are resilient, even when we do not necessarily feel that way. Also, “timeouts” are perfectly acceptable. Just like with family visits, temporarily disengaging from holiday cheer can

provide a much needed break and enable you to reconnect with renewed excitement and joy.

If feeling overwhelmed with holiday stress, or noticing a wingman does not seem to be coping well, reach out for help. Talk to friends, family, chaplain or mental health providers.

Accompany the wingman to a helping professional, if she/he refuses to go alone. If confused about the difference between family advocacy and M&FRC, just go to any helping agency. We will get you where you need to go. The most important thing is just get the support you or your wingman need.

Sergeant Major of the Army: Non-deployable Soldiers No.1 problem

By David Vergun
Army News Service

The biggest problem in the Army today is Soldiers who are non-deployable, and that's having a direct impact on readiness, Sgt. Maj. of the Army Daniel A. Dailey said. He said this construct is unsustainable in the complex operational environment that exists today.

Dailey spoke at the chief of staff of the Army-sponsored Noncommis-

sioned Officer, or NCO, Solarium II, held at the U.S. Army Command and General Staff College at Fort Leavenworth, Kan., Nov. 19.

To give a scope of how big the problem is, there are currently about 50,000 Soldiers who are non-deployable. “That's huge. That's three out of the 10 divisions that the Army currently has,” he said, putting the numbers in context.

With the Army's mis-

sion being to fight and win the nation's wars, that's totally unacceptable, Dailey said. And, that mission applies to every Soldier, no matter what military occupational specialty they're in.

“If you will not or cannot fight and win, then there's no place for you in the Army,” Dailey said, “We have to become unemotional about this. We have a job to do.”

Dailey said he's doing something about it. He's

proposing to the Army's chief of staff that in the future, there should be a box to check on the Soldier's evaluation form, indicating if that Soldier is deployable.

Soldiers with long-term medical profiles would be critically evaluated against their ability to recover and be deployable if called, under his proposal.

Dailey said he realizes this will take a big shift in culture. It's natural to want to keep some-

one who has a profile, especially if that person is really of good character and skilled.

But having so many Soldiers in non-deployable status is not good for the Army or good for the nation, particularly as the Army draws down from 490,000 to 450,000, and as more deployments loom on the horizon.

Dailey added that he wants to incentivize

See **PROBLEM, P12**



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News Briefs

Holiday mail deadlines

To ensure holiday packages and mail are delivered on time for the holidays, the United States Postal Service recommends customers observe the following mailing and shipping deadlines:

- Tuesday - Standard Post™
- Dec. 19 - Global Express Guaranteed® and First Class Mail®
- Dec. 21 - Priority Mail®
- Dec. 23 - Priority Mail Express®

For more details, call the Joint Base San Antonio-Fort Sam Houston Post Office at 226-0089.

Check Your Military, CAC, Dependent ID Expiration Dates Now

All Defense Enrollment Eligibility Reporting system, Command Access Card and military ID card locations throughout Joint Base San Antonio are by 100 percent appointment only and wait time for an appointment can be up to 30 days. Civilian and military members need to remember then their CACs and military IDs expire and schedule renewal appointments appropriately. Plan ahead for your family members for when their ID cards or and DEERS updates need to be made. Appointments can be made online at <https://rapids-appointments.dmdc.od.mil>.

323rd Army Band Holiday Special

The 323rd Army Band "Fort Sam's Own" performs a holiday special at 6 p.m. Saturday at the Trinity University Laurie Auditorium, 1 Trinity Place in San Antonio. Event is free and open to the public. Visit <https://www.eventbrite.com/e/an-army-band-holiday-special-tickets-19413138219> for tickets.

Free parenting order legal clinics available

All three Joint Base San Antonio judge advocate general offices and the Texas Attorney General's staff offer military parents free parenting order legal clinics to answer questions about paternity, child support and parenting time. At JBSA-Lackland, the clinic is from 11 a.m. to 1 p.m. Wednesday at 1701 Kenly Ave., building 2484, conference room 029. At JBSA-Fort Sam Houston, the clinic is from 11 a.m. to 1 p.m. Jan. 28, 2016 at the M&FRC, 2910 Stanley Road, building 2797.

See NEWS BRIEFS, P6

Operation Supply Drop donates video games to burn center for rehabilitation therapy

By Steven Galvan
USAIRS Public Affairs

Video games are proving to be effective physical and occupational therapy tools throughout rehabilitation centers.

Until recently, burn patients at the U.S. Army Institute of Surgical Research Burn Center at Fort Sam Houston did not have that option, but now thanks to a generous donation Nov. 18 by Operation Supply Drop, video games will be available for rehab patients.

Operation Supply Drop is a nonprofit organization devoted to sending video game care packages to deployed ser-

vice members overseas and wounded warriors recovering in military hospitals. OSD Chief Executive Officer Glenn Banton said the concept of his organization is to send warriors video games as a distraction from being deployed to a war zone or recovering in a hospital.

"It also builds morale and camaraderie," Banton said.

Maj. Erik Johnson, burn center occupational therapy chief, met members of OSD at a video game convention in San Antonio. Johnson was later introduced to Banton where they dis-

See VIDEO, P4



Photo by Steven Galvan

Maj. Erik Johnson (left), U.S. Army Institute of Surgical Research Burn Center of occupational therapy chief, and Glenn Banton (right), chief executive officer of Operation Supply Drop, play video games with burn center patients Josiah Sherrell and Severo Martinez Jr. at Fort Sam Houston Nov. 18.

U.S. Army Institute of Surgical Research burn flight team uses continuous renal replacement therapy during transport

By Steven Galvan
USAIRS Public Affairs

Since 1952, the U.S. Army Institute of Surgical Research Burn Center burn flight team from Fort Sam Houston has deployed throughout the world to provide burn care and transport patients to the burn center.

The burn critical care provided by the six-person team during transport has been crucial in saving the lives of hundreds of burn patients from on and off the battlefield.

During its most recent mission to Singapore Dec. 9, the team added a new capability to its arsenal of critical care equipment – a kidney

dialysis machine to provide continuous renal replacement therapy.

According to burn trauma surgeon Maj. (Dr.) Ian Driscoll, this was the first time that the burn flight team has performed this therapy in-flight.

"It was necessary for a patient who was in renal failure after sustaining electrical injury and extensive burns," Driscoll said. "He would not have survived the flight without this specialized organ support."

CRRT is routinely used in the burn intensive care unit to purify the blood of toxins through a filtration system and assist in fluid removal. Team members Sgt. Francisco Rosario and Andrew Wallace

constantly monitored the equipment during the flight and it performed flawlessly at extremes of altitude and temperature.

Driscoll believes that CRRT will someday be routinely used to transport patients in renal failure.

"I also believe that this proves that CRRT can be used in austere locations where it hasn't been available in the past," he said. "I hope that this motivates the development of smaller, portable units."

Until then, the burn flight team will use CRRT when needed and continue upholding its world-renowned reputation and living up to its motto: "Anytime, Anywhere."



Photo by Steven Galvan

U.S. Army Institute of Surgical Research burn flight team members Staff Sgt. Daniel Zimmerman, Capt. Sarah Hensley and Capt. Kirt Cline monitor a patient during a mission to Singapore Nov. 9.

Former Army drill sergeants live by the creed at Army South

By Sgt. Mahlet Tesfaye
U.S. Army South Public Affairs

The first lines of the Drill Sergeant Creed states “I am a Drill Sergeant. I will assist



Photo by Sgt. Mahlet Tesfaye

Former drill sergeant Master Sgt. Tomas Fernandez (left), human resources plans and operation noncommissioned officer with U.S. Army South, explains how to prepare an award certificate to Sgt. Jamie Garcia, a personnel management NCO, as part of a one-on-one training session. Fernandez served as a drill sergeant from 2005-2007 at Fort Jackson, S.C.

each individual in their efforts to become a highly motivated, well-disciplined, physically and mentally fit Soldier, capable of defeating any enemy on today's mod-

ern battlefield.”

Incorporating this ethos in to a staff job might be difficult for some, but for a handful of former drill sergeants now assigned to U. S. Army South at Fort Sam Houston, the lessons learned on the trail are still applicable.

“Being a drill sergeant was the best assignment I had and what I'm most proud of in my Army career,” said Master Sgt. Tomas Fernandez, Army South human resources plans and operation NCO in charge, and a drill sergeant from 2005-2007.

Fernandez said the training and leadership techniques he learned as a drill sergeant allows him to teach and mentor his Soldiers even now as a human resources NCOIC.

A drill sergeant plays the most vital role in the Army: building future Soldiers.

Drill sergeants are entrusted with the task of mentoring, training and molding new re-



Courtesy photo

Master Sgt. Clyde Harris (front) U.S. Army South and former drill sergeant officer in charge with deployable command post noncommissioned poses in front of one of many platoons he trained during basic training at Fort Benning, Ga. Harris was a drill sergeant from 2003 to 2006, mentoring, training and molding new recruits into combat-ready Soldiers during Basic Combat Training. He uses some of the same skills he taught during his duties at Army South.

cruits into combat-ready Soldiers during Basic Combat Training.

Master Sgt. Clyde Harris, Army South's deployable command post NCOIC, was a drill

sergeant for three years and remembers not only the long days he spent training new recruits, but also how gratifying it was to see the transformation.

“The best part about being a drill sergeant was seeing the hard work and effort you put into a civilian who had

See DRILL, P9

VIDEO from P3

discussed the OSD's mission and how they support military service members and veterans.

Banton and Johnson also discussed the lack of video game equipment at the Burn Center Rehab Unit and the benefits of using that equipment as a rehabilitation tool.

“Glen told me to get him a wish list, and I told him that we would be grateful for anything,” Johnson said. “When OSD presented the donation, I couldn't believe that they provided everything on the list and a ton more.”

OSD donated the latest video gaming consoles with games, peripherals and gear that burn patients can use in their daily rehab routines.

“We're just thankful and excited to see how our organization can contribute to the Burn Center and help burn patients benefit from the equipment,” Banton said.

Burn center patient Severo Martinez, Jr. was one of the first patients to use the video games as part of his rehab regiment. Martinez was injured in a motorcycle accident which caused severe road burn injuries to

both of his hands. Playing a video game and using the controller has helped gain some range of motion in his hands.

“I think that it's a great tool for rehab,” Martinez said. “When I'm playing a video game, I'm not thinking about the pain in my hands when I press the buttons on the controller. I've seen a difference after only playing a few days.”

Johnson has been incorporating the use of video games into his rehab treatment plan for several years. He added that it's no secret that people respond a lot

better to therapy doing something they enjoy rather than repetitious exercises.

“If a patient loves cars and driving than what a better way to work range of motion than to actually have them engage in a video game driving simulator,” Johnson said. “There's really no limit to the potential use of gaming as a therapeutic tool.”

Johnson said that people often laugh at him when he refers to video games as therapeutic tools, but as a burn patient himself, he knows the benefits of using video

games for rehab therapy.

During his first tour of duty as an enlisted Soldier in Germany in 1996, Johnson was in a traumatic vehicle accident where he suffered burns to more than 20 percent of his body.

While being treated at the burn center where he now works, Johnson was inspired to help other burn victims suffering similar injuries. As new video games and equipment were being introduced in the market, Johnson figured out ways of applying the new devices into physical therapy.

“You can use the new systems for anything from range of motion in the upper extremities to balance activities and even working on cognition issues for patients who have suffered a brain injury,” he said.

“One of the things I see happen when we engage patients with this type of therapy is a huge boost in their emotional state,” Johnson added. “Patients often struggle with a lot of psychosocial issues after suffering a burn, and anything that we can do to get them some positive emotional feedback is a huge deal for us.”

WORLD WAR II MEDICS TOOK ON LARGER ROLE

An American medic treats wounded German troops in the closing days of World War II. The war marked a change in utilization for “aid men” and medics; taking a more active role in front line combat than their World War I predecessors. These efforts were recognized by the creation of the Combat



Photo courtesy U.S. Army Medical Department Center of History and Heritage

Medical Badge in 1945. It was created as a means to recognize the important role performed by medical personnel assigned or attached to infantry units, and who on a daily basis shared the same hazards and hardships of combat in World War II. The need to establish a badge for medical personnel was a result of the Combat Infantry Badge being established Oct. 27, 1943, for the infantrymen, who were subjected to the worst conditions in combat, sustained the most casualties and received little, if any, recognition for their sacrifice and actions.

AIR FORCE DOCTOR WAS FASTEST MAN ON EARTH



Photo courtesy Air Force Medical Service Historian's Office

Technicians assist retired Air Force Col. (Dr.) John Paul Stapp into his rocket-powered sled at Holloman Air Force Base, N.M., in December 1954. Stapp conducted the last of his 29 rocket-propelled sled experiments there, studying the biomedical results of pilot ejection from aircraft traveling at supersonic speeds. During his sled rides, Stapp attained speeds up to 632 miles per hour, experiencing gravity 40 times the normal pull, before coming to full stop in 1.4 seconds. The experiments earned him the designation, “the fastest man on Earth.”

News Briefs

Continued from P3

Clinic coordinators ask that parents not bring children to the clinics. For more information, call 652-6781 at JBSA-Randolph, 671-5789 at JBSA-Lackland and 808-0169 at JBSA-Fort Sam Houston.

IMCOM Voluntary Placement Program

The U.S. Army Installation Management Command's Voluntary Placement Program is a career-broadening opportunity for permanent, appropriated fund (GS-9 and above and wage grade equivalent) employees. The program gives first consideration to internal employees wishing to move overseas or return to the continental United States from an overseas position. Available job opportunities are posted on the Army Knowledge Online Portal every Tuesday. Interested employees are required to submit one resume per week. If selected for a position, the employee will receive an official offer through the Civilian Personnel Advisory Center. CONUS employees can check out OCOUNS vacancies at <http://www.us.army.mil/suite/page/697591>. For more information, contact the IVPP team at usarmy.jbsa.imcom-hq.mbx.voluntary-placement-program@mail.mil.

VIA Metropolitan Transit Bus Schedule Now Includes Sundays

VIA Metropolitan Transit recently expanded their weekend express service from Joint Base San Antonio-Lackland and JBSA-Fort Sam Houston to the downtown USO from only Saturdays to Saturdays and Sundays. Express Route 65 serves JBSA-Lackland and operates Saturday, every 30 minutes from 8:15 a.m. until 7:30 p.m. then hourly until 10:30 p.m.; Sunday, hourly from 9:15 a.m. until 7 p.m. Express Route 16 serves JBSA-Fort Sam Houston and operates Saturday, every 30 minutes from 8:45 a.m. until 7:30 p.m., then hourly until 10:30 p.m.; Sunday, hourly from 9:45 a.m. until 7 p.m. It costs \$2.50 each way or a \$4.00 day pass can be purchased with exact change at the bus. The VIA bus service to other routes are available with stops just outside the gates. For more information, go to <http://www.viainfo.net>.

First-ever senior warrant officer advisor to the Army staff visits U.S. Army South headquarters

By Sgt. Mahlet Tesfaye
U.S. Army South Public Affairs

The U.S. Army warrant officers celebrated their 97th birthday July 9 and after nearly 100 years of warrant officers' dedicated service to the nation, the Chief of Staff of the Army appointed Chief Warrant Officer 5 David Williams as the first Army senior chief warrant officer advisor "single voice" to the Army staff.

The advisory position strictly focuses on warrant officers professional military education, life cycle management of warrant officers, technical training and proper leader development for nearly 27,000 warrant officers across the Army, Army National Guard and Army Reserve.

Williams had the opportunity to visit senior leaders from the major Army commands on Fort Sam Houston Nov. 19, including U.S. Army South. His strategic

message to the senior leaders was to tell the story on where the Army warrant officer's cohort is heading.

During his meeting with Army South warrant officers and senior leaders, Williams stressed the importance of a strong relationship between warrant officers and their counterparts, noncommissioned officers and officers.

"Warrant officers are highly specialized officers," Williams said.

"They are self-aware and adaptive combat leaders, trainers, staff officers and advisors. Warrant officers are competent and confident warriors, innovative integrators of emerging technologies, dynamic teachers and developers of specialized teams of Soldiers."

Williams also discussed the benefits of creating a senior chief warrant officer position at the command level to look after all warrant officers in the command.



Photo by Sgt. Mahlet Tesfaye

Chief Warrant Officer 5 David Williams (second from right), senior chief warrant officer advisor to the Army staff, discusses the benefits of creating a senior chief warrant officer position at the command level to look after all warrant officers in the command during his visit to U.S. Army South headquarters Nov. 19.

"As long as the right person is selected for the position, I believe it will add value to your command," Williams said.

According to Chief Warrant Officer 5 Kelly Bonds, Army South logistics planner, the benefit of the update to warrant officers and senior leaders was priceless. As a result, Maj. Gen.

K.K. Chinn, Army South commanding general, has decided to establish his own command/senior warrant officer advisory position in the near future.

"The position will have instant impact for Army South to have a single voice, warrant officer management, professional development,

senior mentorship, warrant officer integration and a champion leading the way for the Strategic Plan 2025," said Bonds.

Williams' visit and his message was clear that the warrant officer cohort has come a long way, however, there is still much work to be done to achieve the strategic vision of 2025.

DEFENSE HEALTH AGENCY CHIEF VISITS METC

Vice Adm. Raquel C. Bono, Defense Health Agency director and acting DHA senior enlisted advisor Chief Master Sgt. Edward S. Vottero, meet with senior enlisted members of the Medical Education and Training Campus during a visit at Joint Base San Antonio-Fort Sam Houston Nov. 30. From left are Master Chief Rodney Ruth, academic delivery division senior enlisted advisor; Sgt. Maj. Eric P. Holland, academic affairs senior enlisted advisor; Chief Master Sgt. Vottero; Vice Adm. Bono; Command Sgt. Maj. Leon L. Archer, command sergeant major; Chief Master Sgt. Paul Martin, administration senior enlisted advisor; and Sgt. Maj. David Robinson, senior enlisted advisor and chief instructor for the combat medic program.

Photo by Lisa Braun



CELEBRITY CHEF PAULA DEEN BAKES, MEETS AND GREETS AT WARRIOR & FAMILY SUPPORT CENTER



The Fort Sam Houston Warrior & Family Support Center hosted renowned chef and reality television star Paula Deen for a visit and mini-clinic Dec 2. Dean and her husband, Michael Groover, showed wounded warriors and their family members how to make a low-fat cake. After passing out cake, Dean and her husband signed autographs.



Photos by Sgt. 1st Class Wynn Hoke

Paula Dean, a renowned chef and reality TV star, and her husband, Michael Groover, demonstrate a low-fat cake recipe to service members and their families at the Warrior & Family Support Center at Joint Base San Antonio-Fort Sam Houston Dec. 2.

TRICARE beneficiaries can avoid paying more for prescription drugs

This December, TRICARE beneficiaries can take action to avoid paying more for some prescription drugs.

If you fill a prescription for a select brand name maintenance drug (<http://www.health.mil/selectdruglist>) at a retail pharmacy, you may need to move your prescription to either a military pharmacy or TRICARE Pharmacy Home Delivery. If not, you may have to pay full cost of your prescription.

Beneficiaries can move their prescriptions by contacting the TRICARE pharmacy contactor, Express Scripts at 877-363-1303 or by using ESI's secure online portal

(<https://www.express-scripts.com/TRICARE>).

If you are an active duty service member, live overseas, or if you have other prescription drug coverage, you can continue using retail pharmacies with no changes to your current copays.

The new rule began Oct. 1, but allows you to get two 30-day refills of an affected drug from a retail pharmacy.

For many, those two refills will run out in December and their next prescription refill needs to be through Home Delivery or at a military pharmacy.

If you're taking an affected drug, you should have received several no-

tifications from ESI. You can also check by calling ESI at 1-877-363-1303.

TRICARE Pharmacy Home Delivery is a safe, convenient and low cost option to get maintenance drugs. You'll save up to \$176 a year for each brand name drug you switch from retail to Home Delivery.

If you want to use a military pharmacy, make sure to check first to see if they carry your prescription.

For more information about this change to TRICARE's pharmacy benefit, visit <http://www.tricare.mil/RxNewRules>.

(Source: TRICARE staff communications division)



NORAD celebrates 60 years tracking Santa

The North American Aerospace Defense Command is celebrating the 60th anniversary of tracking Santa's Yuletide journey.

The NORAD Tracks Santa website (<http://www.noradsanta.org/>), which launched today, features Santa's North Pole Village, which includes a holiday countdown, games, activities and more.

The website is available in eight languages: English, French, Spanish, German, Italian, Japanese, Portuguese and Chinese.

Official NORAD Tracks Santa apps also are available in the

Windows, Apple and Google Play stores, so parents and children can count down the days until Santa's launch on their smartphones and tablets. Tracking opportunities also are offered on Facebook, Twitter, YouTube and Google Plus. Santa followers simply need to type "@noradsanta" into each search engine to get started.

This year, the website features the NORAD headquarters in the

North Pole Village and highlights of the program over the past 60 years.

Starting at 12:01 a.m. MST (2:01 a.m. EST) Dec. 24, website visitors can watch Santa make preparations for his flight.

NORAD's "Santa Cams" will stream videos on the website as Santa makes his way over various locations. Then, at 4 a.m. MST (6 a.m. EST), trackers worldwide can speak with a live phone operator to inquire as to Santa's whereabouts by dialing the toll-free number 1-877-Hi-NORAD (1-877-446-6723) or by sending an email to noradtrackssanta@outlook.com.

Any time on Dec. 24, Windows Phone users can ask Cortana for Santa's location, and OnStar subscribers can press the OnStar button in their vehicles to locate Santa.

NORAD Tracks Santa is possible, in large part, to the efforts and services of numerous program contributors, NORAD officials said.

(Source: North American Aerospace Defense Command Public Affairs)

HOROHO from P1

eral Dec. 7, 2011. She was the first female and first nurse to command the Army's largest medical organization.

"The men and women in formation today represent our remarkable command and are a credit to our nation," Horoho said during her remarks. "Army Medicine is blessed to have such exceptional commanders, senior enlisted advisors and staffs. Thank you for your service and sacrifice, and most of all, for ensuring the readiness of the young men and women we send into harm's way in the name of democracy and freedom."

"These past four years for me have been a continuation of the lessons I've learned as a Soldier and about trusting the values instilled in me from the day I took my oath of office: loyalty, duty, respect, selfless service, honor, integrity and personal courage," Horoho added. "The past four years were not about being the first of anything, but about only being the next Soldier called up."

She concluded by saying, "We're successful because we're American Soldiers and Department of Army civilians, we're warriors and members of a team, we live the Army values, we place the mission first, we never accept defeat, we never leave a fallen comrade behind, we are experts and we're professionals, we are American Soldiers. Together, we have served to heal and have been honored to serve."

"Like so many other leaders in our Army today, Patty Horoho comes from a great lineage of service to our nation,"



Photo by Robert Shields

Lt. Gen. Patricia Horoho (right) passes the U.S. Army Medical Command colors to Army Vice Chief of Staff Gen. Daniel Allyn during a relinquishment of command ceremony at Fort Sam Houston Dec. 3, marking the end of her tenure as the Army's 43rd Surgeon General.

Allyn said, reflecting on Horoho's service. "Over three generations, the Horoho and Dallas families have given a combined 168 years of collective service to our nation."

"She did this all with tremendous enthusiasm, vision and compassion. She provided continuously inspiring leadership to Army Medical Command," Allyn added. "Throughout her tenure, Patty drove cultural change to shift Army Medicine from a disease-focused, reactive healthcare system to a proactive program focused on sustaining Soldier health. She led the effort to make the Army Medical Department a high-reliability

organization enhancing the trust and confidence of our Soldiers, retirees and families."

Horoho held every level of leadership in Army Medicine, including positions as deputy surgeon general; chief of the U.S. Army Nurse Corps; commander, Western Regional Medical Command; commander, Madigan Army Medical Center; commander, Walter Reed Health Care System and commander, DeWitt Health Care Network; and as the special assistant to the commander, International Security Assistance Force Joint Command, Afghanistan.

The U.S. Army Medical Command is one of 11 direct reporting units in the Army. It manages

a budget of more than \$12.8 billion budget and provides medical care for approximately 3.95 million eligible beneficiary's worldwide – active duty service members, retirees, and their family members. The command also oversees graduate medical education, health professional education, medical research and training of all combat medics.

Maj. Gen. Stephen L. Jones will serve as the acting commander and Army Surgeon General until the new Army surgeon general is confirmed by the Senate. Jones is commanding general of the Army Medical Department Center & School at Fort Sam Houston.



Happy Holidays

Fire safety organizations launch 'Put A Freeze On Winter Fires' campaign

The weather outside may be frightful this winter, but a fire in your home is far from delightful. Unfortunately, the risk of home fire does increase during the winter months: December, January, February and March are the leading months for U.S. home fires.

To help better educate the public about winter fire hazards and ways to prevent them, the National Fire Protection Association and the United States Fire Administration are teaming up to promote "Put a Freeze on Winter Fires."

The annual campaign, now in its fifth year, addresses the leading factors that collectively contribute to a higher risk of home fires and related hazards during the winter months. These include heating, holiday decorating, Christmas trees, candles, electrical issues and carbon monoxide poisoning.

"The colder months and holiday season bring a set of fire risks that can quickly turn this festive, wintry time of year into a tragic one," said Lorraine Carli, NFPA's vice president of outreach and advocacy. "With a little added awareness and by following some basic safety precautions, people can greatly reduce the likelihood of winter home fires and ensure a warm, fire-safe season."

The following is an overview of the safety issues "Put a Freeze on Winter Fires" addresses; the campaign runs December through February:

Cooking

While cooking fires are the leading cause of U.S. home fires and injuries year-round, Christmas Day and Christmas Eve ranked second and third (after Thanksgiving) as the leading days for home cooking fires. On Christmas Day in 2013, there was a 58 percent increase in the number of home cooking fires than on a typical day, and a 54 percent increase on Christmas Eve.

Between 2009 and 2013, cooking equipment was involved in an annual average of 162,400 reported home fires that resulted in 430 civilian deaths, 5,400 injuries and \$1.1 billion in direct property damage per year. Unattended cooking was by far the leading cause of these fires and fire deaths.

Heating

Heating is the second leading cause of U.S. home fires, deaths and injuries; December, January and February are the peak months for heating fires. In 2009-2013, heating equipment was involved in an estimated average of 56,000 reported home fires per

year, which caused 470 deaths, 1,490 injuries and \$1 billion in direct property damage.

Home heating equipment was involved in 16 percent of home fires, 19 percent of the home fire deaths, 12 percent of the home fire injuries, and 15 percent of the direct property damage from home fires.

Failure to clean chimneys and other heating equipment was the leading cause of these fires. However, space heaters, including portable heaters and those that are permanently installed, were involved in five out of six home heating fire deaths. Heating equipment was too close to things that can burn, such as upholstered furniture, clothing, mattresses or bedding, etc. in roughly half of the fire deaths.

Christmas trees

Christmas tree fires are not common, but when they do occur, they're much more likely to be deadly than most other fires.

One of every 31 reported home Christmas tree fires results in a death each year, compared to an annual average of one death per 144 total reported home fires. Between 2009 and 2013, Christmas trees were involved in an annual average of 210 home fires resulting in seven civilian



Courtesy illustration

deaths, 19 injuries and \$17.5 million in direct property damage. Electrical distribution or lighting equipment was involved in 38 percent of home Christmas tree fires.

Candles

December is the peak time of year for home candle fires; the top three days for home candle fires are New Year's Day, Christmas, New Year's Eve and Christmas Eve. In December, 11 percent of home candle fires began with decorations, compared to 4 percent the rest of the year.

Each year between 2009 and 2013, an average of 25 home candle fires were reported each day. Overall, an estimated 9,300 home fires were caused by candles, resulting in 86 civilian deaths, 827 civilian injuries and \$374 billion in direct

property damage.

Holiday decorations Between 2009 and 2013, U.S. fire departments responded to an annual average of 860 home fires that began with decorations (excluding Christmas trees). These fires caused an annual average of one civilian death, 41 injuries and \$13.4 million in direct property damage. One fifth (20 percent) of the decoration fires started in the kitchen; one out of six (seventeen percent) started in the living room, family room or den.

Carbon monoxide

Often called the invisible killer, carbon monoxide (CO) is an odorless, colorless gas created when fuels burn incompletely. In the home, heating and cooking equipment that burn fuel are potential sources of CO. In 2010,

U.S. fire departments responded to an estimated 80,100 non-fire incidents in which carbon monoxide was found, or an average of nine such calls per hour. The number of incidents increased 96 percent from 40,900 incidents reported in 2003. This increase is most likely due to the increased use of CO detectors, which alert people to the presence of CO.

For more information on NFPA and USFA's "Put a Freeze on Winter Fires" campaign, visit <http://www.nfpa.org/winter> and <http://www.usfa.fema.gov/winter> to find a wealth of safety tips, videos and other information on winter fire safety and prevention.

(Source: National Fire Prevention Association Public Affairs)

DRILL from P4

little to no knowledge of the Army for 14 weeks and see them transform into a Soldier," Harris said. "It was a very rewarding and humbling experience."

A drill sergeant spot

is reserved for the best qualified NCO who is an expert in all warrior tasks and battle drills, lives the Army values, exemplifies the warrior ethos and most importantly, is the epitome of the Army as a profession.

Harris has been in the Army for 27 years and a leader for most of those years. He knows being a drill sergeant helped him master different styles of leadership skills he uses to this day.

"I learned that you

have to find different ways to motivate Soldiers since we are all so different," Harris said. "The same tactics I used on one Soldier might not work on another so I had to be very creative in getting Soldiers to perform to a

certain standard."

Drill sergeants are role models not only to new recruits, but to everyone in the Army, signifying what it means to be a Soldier and what it takes to be a Soldier.

According to Fernandez, as a drill sergeant, he

was fortunate enough to mentor and help transition new Soldiers into the best warriors they can be. After 22 years of service he said if he gets the chance to be a drill sergeant again he would "take it in a heartbeat."

Patient makes post-stroke strides at brain injury clinic

By Elaine Sanchez
BAMC Public Affairs

When Kathryn Harris arrived for her first appointment at the Brain Injury Rehabilitation Service, she was leaning heavily on a walker.

The staff told her to park it at the door next time. "They told me no walker, no wheelchair. You don't need them. You're going to walk," said Harris, who is recovering from a stroke at the clinic in San Antonio Military Medical Center of Fort Sam Houston. "I knew then I could achieve my goals here."

The clinic, located in SAMMC's lower level, is a one-stop shop for patients with brain injuries such as strokes, aneurisms, tumors and severe traumatic brain injuries. Once referred, patients are assigned to a team comprising a physical medicine rehabilitation provider, occupational therapist, physical therapist, speech language pathologist, psychologist, recreational therapist and a veteran benefits coordinator.

"We manage patients as a team," said Amy Bowles, the service's director. "The treatment is more comprehensive and we are able to address more global goals. It greatly benefits the patient's recovery."

Harris said she's come a long way since her two strokes last spring. The San Antonio native was driving home



Photo by Robert T. Shields

Leville Crowther (left), physical therapy assistant, explains shoulder mechanics to Kathryn Harris (center) and her daughter, Robbie Harris, Oct. 16. Kathryn Harris suffered two strokes last spring, but has made great strides at the Brain Injury Rehabilitation Service in the San Antonio Military Medical Center on Fort Sam Houston.

from seeing her husband, retired Air Force Master Sgt. Allen Harris, one day in March when a driver sideswiped her car. She wasn't injured, but felt ill as she waited for the police to arrive. That evening, her daughter, Robbie Harris, asked her a question about the accident, but didn't get a response.

"I knew something wasn't right and then I saw the left side of her face droop," Robbie said. She realized that her mother was having a stroke. Harris had a

second stroke at her outpatient rehabilitation center about a week later, affecting function on her entire left side, including the vision in her left eye.

She was provided home health care, but asked to be treated at SAMMC's outpatient clinic.

"I knew when I first walked in that the energy was different," Harris said. "They were caring and nurturing and pushed me to achieve my goals."

Her goals, she added,

included walking into her granddaughter's school unassisted and "getting back into the kitchen." Fortunately, the clinic is equipped with a full kitchen, along with assistance in everything from writing a grocery list to stirring a bowl with one hand.

"I made brownies here and everyone ate them up. I didn't even get one," she said with a laugh.

She's also improved her walking with help from a physical thera-

pist and an anti-gravity treadmill. "I cried when I first used the treadmill because I could walk again," Harris said.

Harris is just one of the many motivated patients who have made progress in the clinic since it opened its doors eight years ago, said Bowles, who has been with the service since its first day. The military initially stood up the clinic, formerly known as the Traumatic Brain Injury Service, to aid wounded service members with concussions

and other brain injuries at the height of the war.

"We'd get patients here three days after they received a concussion or a more severe injury in Iraq or Afghanistan," the doctor recalled. The staff treated primarily active duty service members for nearly a decade but once the wars wound down, they looked to expand their scope to retirees and family members with other types of brain injuries to keep their skills sharp. They also provide frequent consults to inpatients across the hospital.

"The type of care they need falls right in our wheelhouse," she said. "And we got a great response when we expanded our services. There was a definite need for comprehensive brain injury care among our retirees and family members."

With every related specialty on hand, Bowles said she's proud of the holistic care they offer both military families and civilian trauma patients.

Bowles said she most enjoys seeing her patients' progress. She ran into one of her first active duty patients the other day and was glad to hear he was interviewing for a job and pursuing other interests.

"It's wonderful to see how he's building a new life," she said. "It's always deeply satisfying to see the progress our patients are making."

Did you know? One of the best things about ICE is that people can let service providers know when they do a great job, not just for poor service. It takes 5 minutes or less to submit a comment at <http://ice.disa.mil>.



Army leaders from South, Central and North America convene in Columbia

By Lt. Col. Carol McClelland
U.S. Army South Public Affairs

Senior army commanders from 18 nations in the Americas converged in Bogota, Colombia, as members of the Conference of American Armies Nov. 17-20.

"Since the first meeting of the Hemisphere's Army Commanders in 1960, our armies have debated, analyzed and exchanged ideas and experiences related to matters of defense," said Gen. Mark Milley, chief of staff of the U.S. Army, during closing remarks at the Colombian military's National Training Center in Tolemaida Nov. 20.

"Our cooperation over the past 55 years has promoted regional security and the democratic development of our member countries," Milley said, using a mixture of both English and Spanish during his speech. "This conference provides our armies the opportunity to increase cooperation and integration; establish the processes to increase interoperability; and most importantly, identify the topics of mutual interest in defense-related matters to develop solutions that are beneficial to us all."

Chairmanship of the CAA transfers to a different member nation every two years with the U.S. accepting it from Colombia in February 2016, hosting it for the first time in 24 years. During the two-year cycle, soldiers participate in specialized conferences and exercises that take place in various countries in the Americas.

During the 2014-2015 cycle, the agreed-upon conferences and field training exercises included topics such as improvised explosive devices, disaster relief, communications and collaboration with inter-agencies.

Chilean army Gen. Humberto Oviedo said he sees the benefit of attending this final event of the cycle – the Commander's Conference of the American Armies – where each army's senior leader or representative is updated on the activities that took place within that cycle.

"It's important to have a chance for real contact with all the leaders from the different countries' armies. I think this is most important and the best kind of way to build confidence if you know the person," explained Oviedo, U.S. Army War College graduate. "Secondly, to have a chance to talk about topics that we are so involved with, like different threats, and also to know the capabilities that each country has so we



Maj. Gen. K.K. Chinn, commanding general of U.S. Army South, signs the Conference of the American Armies accords Nov. 19 in Bogota, Colombia. The CAA was founded in 1960 and is a military organization of 20 member armies from the American continents. Each of the 18 senior army commanders present took turns to sign the accords, signifying their acceptance of agreed upon actions during the next two-year cycle that the U.S. will host for the first time in 24 years.

can integrate and cooperate in different circumstances.

CAA participation includes 20 member armies, five observer armies and two international organizations: the Conference of Central American Armed Forces and the Inter-American Defense Board.

During this final event in the 31st cycle of CAA, senior army leaders met to discuss and accept a series of accords that will guide the CAA as an organization throughout the next two years, and to approve the next theme, objectives and schedule for the upcoming U.S.-hosted 2016-2017 cycle.

In addition to the army leaders listening to CAA presentations of highlights from multiple conferences and exercises within the cycle, they held private, bilateral meetings that allowed army leaders to discuss topics while building each other's trust and confidence. Cultural events and social engagements during the conference included senior leaders' spouses, and an extensive Colombian army demonstration capped off the week that displayed some of the host army's unique capabilities.

In attendance for the military demonstrations were 16 of the country's top army leaders, their spouses and staff members to observe Colombian soldiers showcase air assault capabilities and rotary-wing airframes in Tolemaida, the

home of Colombian army aviation, initial flight training, as well as an air assault and a special forces battalion.

During remarks Maj. Gen. Alberto Mejia, Colombian army chief, thanked Milley and Maj. Gen. K.K. Chinn, Army South commander, for their support and the U.S. government's continued commitment to the Colombian army to end its 50-plus year war against the Revolutionary Armed Forces of Colombia, or FARC, and secure peace.

Mejia, permanent executive secretariat of the Conference of American Armies for the past two years, provided a rousing patriotic message for the hundreds of new recruits to the National Army of Colombia, who were there observing the military demonstration.

"We offer you today an army that has strength, trust, confidence; an army that has principles, values and discipline, and one that's constantly in the process of change," Mejia said to the guests in the stands.

"You are the symbol of strength. I always know that the Colombian flag will be raised and waving because of you," Mejia said to his soldiers in formation and his troops in the audience. "As I represent you, I leave full of pride and satisfaction."

Milley thanked Mejia for hosting this year's conference and said he and his staff established a "very high standard for the next host." Milley emphasized the U.S. commitment to partnering with



Photos by Lt. Col. Carol McClelland

Maj. Gen. Alberto Mejia (left) explains a scenario to U.S. Army Chief of Staff Gen. Mark A. Milley, during the military demonstration for Cycle XXXI of the Conference of American Armies at Escuela de Lanceros located at the Colombian military's National Training Center in Tolemaida, Columbia, Nov. 20. The CAA was founded in 1960 and is a military organization of 20 member armies from the American continents.

the Americas armies to secure and maintain peace in the hemisphere and cited shared security challenges ranging from transnational organized crime, terrorism and mass migrations.

"By sharing our experiences and knowledge, we help strengthen our ability to combat the challenges facing our countries and our armies. Our collective security requires collective participation and a collective effort," Milley said.



Maj. Gen. K.K. Chinn (right), commanding general of Army South, talks with Colombian soldiers after a military demonstration in Tolemaida, Colombia, Nov. 20. Chinn was there as part of the Commanders Conference of the American Armies, which the United States hosts next. The CAA was founded in 1960 and is a military organization of 20 member armies from the American continents.



Photo by David Vergun

Sgt. Maj. of the Army Daniel A. Dailey speaks at the chief of staff of the Army-sponsored Noncommissioned Officer Solarium II, held at the U.S. Army Command and General Staff College at Fort Leavenworth, Kan., Nov. 19.

PROBLEM from P2

deployments by increasing deployment pay. He said he'll do what he can to recommend this, as it would require policy changes.

The other incentive he said he wants for Soldiers who stay and are willing to deploy, is more promotion opportunities. He said he's recommending reducing the retention control points to 20 years for E-6s, 24 for E-7s, 26 for E-8s, and 30 for E-9s. He also said he plans to recommend reducing the time-in-grade requirements for E-7 through E-9 by one year.

These changes would stimulate initiative in young leaders, and offer more opportunities for promotion by moving stagnant leaders into their transition phase, he said.

The second biggest issue facing the Army today, Dailey said, is leader development.

The Army is still using old standards of multiple-choice testing and rote-memory drills in training, instead of training leaders to be critical thinkers.

Having said that, "we have the best trained Army in the world in leader development," but other nations, including potential adversaries, are catching up in their own leader-development

efforts. A lot more realistic and relevant leader-development training will need to take place in the future.

One big problem in leader development, he acknowledged, is a lot of Soldiers shy away from attending courses. That's going to change really fast, he said. By next year, if Soldiers are not attending, they risk Qualitative Management Program screenings under the Select-Train-Education-Promote, or STEP, program.

That will create more opportunities for Soldiers who do want to develop their leadership skills and get promoted, he added.

The No. 3 problem in today's Army is talent management, Dailey said.

"We're really good at moving people around, but terrible at managing talent."

A lot of that has to do with the Army being big and bureaucratic in nature, he conceded. "We're working very hard to change that."

The sergeant major of the Army also received what he termed "unfiltered feedback" from NCOs. That will be the topic of an upcoming Army News Service article, which will discuss a program that could be overhauled because of participants' recommendations.

JBSA-Fort Sam Houston kicks off holiday season



Photo by Sgt. Maj. Matt Howard

The 323rd Army Band "Fort Sam's Own" plays holiday-themed music at the Joint Base San Antonio-Fort Sam Houston Main Flag Pole Dec. 2 as part of the annual holiday tree lighting ceremony.



Photo by Sgt. Maj. Matt Howard

A Soldier fires off an artillery cannon at the Joint Base San Antonio-Fort Sam Houston Main Flag Pole Dec. 2 as part of the annual holiday tree lighting ceremony.



Photo by Olivia Mendoza

After the Joint Base San Antonio-Fort Sam Houston annual holiday tree lighting ceremony at the Main Flag Pole Dec. 2, families and children gathered around for a reading of "The Night Before Christmas in Texas, That Is" by JBSA-Fort Sam Houston supervisory librarian Jennifer Robertson.



Photo by Olivia Mendoza

"The Grinch Who Stole Christmas" arrived to greet local families during the holiday tree lighting festivities at the Joint Base San Antonio-Fort Sam Houston Main Flag Pole Dec. 2.



Photo by Olivia Mendoza

The fifth-grade Fort Sam Houston Elementary Exemplary Musical Group performed holiday carols in front of senior leaders and families during the Joint Base San Antonio-Fort Sam Houston annual holiday tree lighting at the Main Flag Pole Dec. 2.



Photo by Olivia Mendoza

Oliviana Sencalar (left) was picked by Lt. Gen. Perry Wiggins to assist in turning on the light switch on the holiday tree during the Joint Base San Antonio-Fort Sam Houston annual tree lighting ceremony at the Main Flag Pole Dec. 2. Wiggins is the U.S. Army North (Fifth Army) commanding general and senior commander of Fort Sam Houston and Camp Bullis.

All military occupations, positions open to women starting in January

By Cheryl Pellerin
DOD News, Defense Media
Activity

Secretary of Defense Ash Carter announced Dec. 3 that beginning in January 2016, all military occupations and positions will be open to women, without exception.

For the first time in U.S. military history, as long as they qualify and meet specific standards, the secretary said women will be able to contribute to the Defense Department mission with no barriers at all in their way.

"They'll be allowed to drive tanks, fire mortars and lead infantry soldiers into combat," Carter added. "They'll be able to serve as Army Rangers and Green Berets, Navy SEALs, Marine Corps infantry, Air Force parajumpers and everything else that was previously open only to men."

Even more importantly, he said, the military services will be better able to harness the skills and perspectives that talented women have to offer.

Despite real progress in recent decades and lately, opening more than 111,000 positions to women across the

services, Carter said that about 10 percent of military positions – nearly 220,000 total – have remained closed to women.

These included infantry, armor, reconnaissance and some special operations units, the secretary said.

Over the past three years, he added, senior civilian and military leaders across the Army, Navy, Air Force, Marine Corps and Special Operations Command have studied the integration of women into these positions.

"Last month I received their recommendations and the data, studies and surveys on which they were based regarding whether any of those remaining positions warrant a continued exemption from being opened to women," Carter said, noting that the Army, Navy, Air Force and SOCOM said none of the positions warranted exemptions.

The Marine Corps asked for a partial exemption in areas that included infantry, machine gunner, fire support reconnaissance and others, he added, "but we are a joint force and I have decided to make a decision which applies to the entire force."



Photo by Senior Master Sgt. Adrian Cadiz

Secretary of Defense Ash Carter announces his Women in Service Review during a press brief at the Pentagon Dec. 3. Carter said that beginning in January 2016, all military occupations and positions will be open to women, without exception.

Chairman of the Joint Chiefs of Staff Marine Corps Gen. Joseph F. Dunford Jr. was the Marine Corps commandant at the time, and Carter said that he and Dunford have discussed the issue many times.

"I just met with him and the other chiefs and service secretaries today, and he will be a full part of implementation," Carter added, noting that he believes the issues raised by the Marine Corps can and will be addressed in

implementation.

In a memorandum to the secretaries of all military departments and others, Carter directed the military services to open all military occupational specialties to women 30 days from Dec. 3 – a waiting period required by law – and by that date to provide updated implementation plans for integrating women into the positions now open to them.

Carter said Deputy Defense Secretary Bob

Work and Vice Chairman of the Joint Chiefs of Staff Air Force Gen. Paul Selva will oversee the decision's short-term implementation, ensure there are no unintended consequences to the joint force, and periodically update Carter and Dunford.

Women will be fully integrated into combat roles deliberately and methodically, the secretary said, using seven guidelines:

1. Implementation will be pursued with the objective of improved force effectiveness.

2. Leaders must assign tasks and jobs throughout the force based on ability, not gender.

3. Equal opportunity likely will not mean equal participation by men and women in all specialties, and there will be no quotas.

4. Studies conducted by the services and SOCOM indicate that on average there are physical and other differences between men and women, and implementation will take this into account.

5. The department will address the fact that some surveys suggest that some service members, men and women, will perceive that inte-

gration could damage combat effectiveness.

6. Particularly in the specialties that are newly open to women, survey data and the judgment of service leaders indicate that the performance of small teams is important.

7. The United States and some of its closest friends and allies are committed to having militaries that include men and women, but not all nations share this perspective.

Implementation won't happen overnight, Carter said.

"Fully integrating women into all military positions will make the U.S. armed forces better and stronger but there will be problems to fix and challenges to overcome," he said. "We shouldn't diminish that."

The military has long prided itself on being a meritocracy, where those who serve are judged only on what they have to offer to help defend the country, Carter said.

"That's why we have the finest fighting force the world has ever known," he added, "and it's one other way we will strive to ensure that the force of the future remains so, long into the future."

Overseas service members, families entitled to stateside care

By Kevin M. Hymel
Air Force Surgeon General
Public Affairs

Overseas military families may face a problem when they return home to the United States for the holidays.

Service members and their families enrolled

in the TRICARE Overseas Program Prime Remote are entitled to visit hospitals and clinics stateside and receive the same priority status as stateside enrollees.

However, many of these overseas members are being denied access to care at medical

treatment facilities simply because they are not enrolled to the MTF where they are seeking care.

The Health Affairs Policy 11-005 provides guidance for the access to care standards for health care benefits under the TRICARE program for beneficiaries.

Priority access to MTFs is based on enrollment status, and Prime/Prime Remote enrollees have priority access for care ahead of non-enrolled beneficiaries in all MTFs, according to the policy.

If TOP Prime/Prime Remote enrollees need

care at a stateside MTF, TRICARE reminds those MTFs that this is an opportunity to support military readiness, recapture patients and keep costs low for the Military Health System.

Generally, beneficiaries not seen at military hospitals and clinics are seen

by civilian providers at a higher cost.

To learn more about the TRICARE health plan, visit TRICARE's SMART site at http://www.tricare.mil/Publications.aspx?sc_database=web for access to fact sheets and brochures on how each plan works.

59th MDW Airmen earn AETC Air Force Medical Service awards

The following 59th Medical Wing team members earned 2015 Air Education and Training Command Air Force Medical Service awards. Winners of the AETC-level awards will advance to the Air Force-level and compete against other major command winners in their respective categories.

Outstanding Medical Logistics Account of the Year - Large Activity
59th Medical Logistics Readiness Squadron

Outstanding Medical Readiness Team Award
59th MDLRS

USAF MSC Commitment to Service Award
Lt. Col. Craig A. Keyes,
59th Medical Wing

USAF Biomedical Clinician Category I Officer of the Year - Field Grade Category
Lt. Col. Leigh G. Johnson,
559th Medical Operations Squadron

USAF Biomedical Clinician Category II Officer of the Year - Company Grade Category
Capt. Aaron M. Butler,
59th Medical Operations Group

USAF Biomedical Clinician Category II Officer of the Year - Field Grade Category
Maj. Ember Ryals,
59th MDOG

USAF Biomedical Specialist Category I Officer of the Year - Company Grade Category
Capt. Burke R. Wilson,
59th Medical Training Squadron

USAF Biomedical Specialist Category I Officer of the Year - Field Grade Category
Maj. Justin D. Lusk,
359th Medical Group

USAF Biomedical Specialist Category II Officer of the Year - Field Grade Category
Maj. Joram R. Balsa,
59th MDTs

USAF Biomedical Specialist Civilian of the Year
Norma J. Corona,
59th MDTs

BSC Small Team Awards
Military Training Consult Services,
559th Aerospace Medicine Squadron

Small Dental Clinic of the Year
359th Aerospace Medicine Squadron Dental Flight, Joint Base San Antonio-Randolph

Outstanding Medical Materiel Airman of the Year
Senior Airman Samantha E. Brevik,
59th MLRS

Outstanding Base Bioenvironmental Engineering Airman of the Year Award
Senior Airman Trevaughn M. Sheppard,
559th AMDS

Outstanding Mental Health Airman of the Year
Senior Airman Akel R. Leith,
59th Medical Operations Squadron

Outstanding Diet Therapy Airman of the Year
Airman 1st Class Megan E. Thibodeaux,
959th Clinical Support Squadron,
JBSA-Fort Sam Houston

Outstanding Diet Therapy NCO of the Year
Staff Sgt. Michelle N. Pascas,
59th MDTs

The Air Force Cardiopulmonary Laboratory Airman of the Year
Senior Airman Tyler J. Sutherland,
959th Medical Operations Squadron,
JBSA-Fort Sam Houston

USAF Physical Medicine Airman of the Year
Senior Airman Jordan K. Pickell,
359th MDG, JBSA-Randolph

USAF Physical Medicine NCO of the Year
Tech. Sgt. Casey D. Berry,
359th MDG, JBSA-Randolph

Outstanding Aerospace Medicine NCO of the Year Award
Master Sgt. Cheri A. Hernandez-Watson,
959th Inpatient Operations Squadron,
JBSA-Fort Sam Houston

USAF Surgical Service Airman of the Year Award
Senior Airman Melishia L. Francis,
59th MDOG, JBSA-Lackland

USAF Laboratory Airman of the Year Award
Senior Airman Olivia R. Garcia,
959th CPCS, JBSA-Fort Sam Houston

USAF Laboratory NCO of the Year Award
Tech. Sgt. Michelle L. Bernard,
959th CPCS

USAF Ophthalmic Airman of the Year
Airman 1st Class Nelson M. Amya, 59th MDOG

SNCO Operational Medicine Excellence Award
Senior Master Sgt. Lazarus E. Brown,
959th IPTS, JBSA-Fort Sam Houston

AFMS Civilian Leadership Award
Kimbrea V. Thomas,
59th MDOG

USAF Clinical Excellence Award - Field Grade Category
Maj. James H. Lantry III,
959th IPTS, JBSA-Fort Sam Houston

Chief of Medical Staff Commitment to Excellence Award
Lt. Col. Francis R. Carandang,
359th MDG, JBSA-Randolph

Physician Educator of the Year
Lt. Col. Christopher J. Nagy,
959th MDOS, JBSA-Fort Sam Houston

USAF Clinical Excellence in Nursing Award - CGO Category
Capt. Julianne Legierse,
959th IPTS, JBSA-Fort Sam Houston

Civilian Nurse of the Year
Christina L. Scallion,
559th Trainee Health Squadron, JBSA-Lackland

USAF Outstanding Excellence in Nursing Leadership Award
Lt. Col. Cynthia J. Weidman,
359th MDG, JBSA-Randolph

USAF Outstanding Achievement in Clinical Research Award
Capt. Bryant J. Webber,
559th THLS, JBSA-Lackland

Outstanding PRP Team of the Year
559th AMDS PRP Clinic

AFMS Outstanding Achievement in Innovation Award
Performance Nutrition Team,
59th MDTs

INSIDE THE GATE

Holiday Closures

The JBSA-Fort Sam Houston Military & Family Readiness Center will schedule to close Dec. 24-25 and 31 in observation of the holidays. For more information, call 221-2418 or 221-2705.

Closed for Training

The Military & Family Readiness Center is closed every first and third Thursday from 1-4:15 p.m. for in-service training. Call 221-2418 or 221-2705.

Car Seat 101

Monday, 9-11 a.m., Military & Family Readiness Center, building 2797. Review the basics of car seat installation and make sure your child is seated properly within their car seat. This class is required before attending the Safety Seat Clinic. Call 221-2418.

Employment Readiness Orientation

Mondays, 9-10 a.m. Military & Family Readiness Center, building 2797. Learn about employment resources and review services offered. Call 221-2380.

TAP - Goals, Plans, Success (GPS)

Monday-Dec. 18, 8 a.m. to 4 p.m., Soldier for Life, building 2263. Mandatory five-day workshop for all service members separating from the military. The GPS workshop is facilitated by the Department of

Labor, Veterans Administration and M&FRC. Call 221-1213.

Accessing Higher Education

Monday-Wednesday, 7:30 a.m. to 5 p.m., Education Center, building 2408. This three-day track focuses on the pursuit of higher education. Service members will review education requirements that support their personal goals. Topics include: achieving academic success, research and comparing institutions, and financials. Call 221-1213.

Basic Budget Management

Tuesday, 9-10 a.m., Military & Family Readiness Center, building 2797. This course is required before attending any financial classes and one-on-one budget counseling, unless referred by your command. A copy of your current leave and earnings statement is needed. Call 221-2380.

Microsoft Office 2013 Word Level 1

Tuesday and Thursday, 8 a.m. to noon, Military & Family Readiness Center, building 2797. Trainings are free to Department of Defense ID cardholders of all skill levels. To register, call 221-2380 or 221-2705. Trainings are held in the computer lab, limited seating available. The computer lab will be closed to all others while training is in session.

Air Force Pre-Separation

Tuesday, 9 a.m. to noon, Military & Family Readiness Center, building 2797. Airmen planning to separate from the military must attend a mandatory counseling. Begin the process 18-months prior to your separation date. Call 221-2380.

Pre-Deployment

Tuesday, 9-11 a.m., Military & Family Readiness Center, building 2797. Service members scheduled to deploy, TDY longer than 30 days, or go on a remote assignment are required to attend this briefing. Call 221-2418.

Helping Us Grow

Securely (HUGS) Playgroup

Tuesdays, 10 a.m. to noon, Middle School Teen Center, building 2515. An interactive playgroup for infants and toddlers; open to parents and their children, ages 5 and under. Registration not required. Call 221-2418.

Volunteer of the Year Award Nomination Process

Wednesday, 9-11 a.m., Military & Family Readiness Center, building 2797. Review the new nomination form and learn how to submit a package for 2016. This workshop will review helpful tips in writing a winning nomination. Nominations submitted on forms from previous years will not be accepted as they are obsolete. In order for your volunteer to be considered for the 2016 VOYA, nominations must be submitted no later than Feb. 29.

Post-Deployment

Wednesday, 1-3 p.m., Military & Family Readiness Center, building 2797. Patrons returning from deployment are required to attend this briefing. Review ways to deal with the stressors associated with reintegration. Call 221-2418.

Pre-Deployment

Wednesday, 1-3 p.m., Military & Family Readiness Center, building 2797. Service members scheduled

to deploy, TDY longer than 30 days, or go on a remote assignment are required to attend this briefing. Call 221-2418.

Connecting Through Communication

Wednesday, 9-11 a.m., Military & Family Readiness Center, building 2797. Learn communication and relationship building skills that will help to foster connection in relationships at home and in the workplace. Call 221-2418.

Interviews, Dress For Success

Wednesday, 9-11 a.m., Military & Family Readiness Center, building 2797. Take pride in your appearance and follow expected guidelines of what to wear and be prepared for your interview. Discover ways to make a connection. Call 221-2380.

FRG Leadership Academy

Wednesday, 8:30 a.m. to 4 p.m., Military & Family Readiness Center, building 2797. This training covers key positions, roles and responsibilities. Learn to establish a network, resources and communications. Call 221-2418.

Coffee Talk EFMP Support Group

Wednesday, 11:30 a.m. to 1 p.m., Military & Family Readiness Center, building 2797. This Exceptional Family Members Program support group meets monthly for a casual dialogue to share helpful resources and ways to overcome challenges. For more information, call 221-2705.

Peer-to-Peer Support Group

Thursday, 12:30-2:30 p.m., SFAC, building 3639. Caregivers have the opportunity to build a peer support

network, share experiences and information with a safe place to talk. Lunch is provided after the morning session and before the afternoon session.

Safety Seat Clinic

Thursday, 1:30-3:30 p.m., Fire Station, building 3830. Make sure your child is safe while traveling on the road by ensuring restraints are properly installed and fit the child appropriately. Child and vehicle must be present; parents will be seen by appointment only. To register, call 221-2418. Prerequisite is Car Seat 101.

Newcomer's Orientation

Dec. 18, 8 a.m. to noon, Military & Family Readiness Center, building 2797. Mandatory in-processing briefing for all military and civilian personnel newly assigned to Joint Base San Antonio. Service members must coordinate with their Unit Personnel Coordinator or Commander Support Element. Spouses are welcome to attend; all patrons must be seated by 7:50 a.m. Call 221-2705.

Family Movie Day

Dec. 21, 1-3 p.m., Military & Family Readiness Center, building 2797. The Exceptional Family Members Program and the Family Life Program invite JBSA families to a sensory friendly showing of "Arthur Christmas." Call 221-2705.

Career Technical Training

Dec. 21-22, 8 a.m. to 5 p.m., Military & Family Readiness Center, building 2797. Service members will receive guidance and help in selecting technical training schools and technical fields. Topics covered: accredited institute applica-

tions, scheduling a session with a counselor or a career technical training expert, and Veterans Affairs vocational education counselors. Call 221-1213.

Citizenship & Immigration Assistance

Dec. 22, 9 a.m. to Noon; Naturalization Ceremony 2 p.m., Military & Family Readiness Center, building 2797. Information is provided on American customs and culture. A U.S. Citizenship and Immigration Service officer will be available on-site to assist with application questions. Eligible patrons will take the Oath of Allegiance at a Naturalization Ceremony beginning at 2 p.m., Dec. 22. Registration not required. Call 221-2705.

Computer Lab

Monday-Friday, 8 a.m. to 4 p.m., Military & Family Readiness Center, building 2797. Computers with internet access are available for personal use, like emailing, online banking, browsing the web, printing forms, schoolwork and are CAC card enabled. The lab is available for unit or group trainings and will be closed to all others during this time. Call 221-2418 to confirm daily availability.

Lending Closet

Monday-Friday 8 a.m. to 3 p.m., Military & Family Readiness Center, building 2797. Recently moved in and in need of a few household items until yours arrive? The Lending Closet loans basic household goods while yours are in transit; kitchen equipment, high chairs, sleeping mats, irons and more. Permanent

See INSIDE, P17

'JBSA Makes Cent\$' helps ensure every dollar counts



Did you have an idea on how to eliminate waste? Don't let that idea get away, because the 502nd Air Base Wing and Joint Base San Antonio needs you to identify any wasteful practice you see via a "JBSA Makes Cent\$" submission.

If we can make an adjustment to – or eliminate waste in – what we're doing, saving resources and still accomplishing our mission, then we want to hear about it.

Submitting and getting suggestions approved on the JBSA Makes Cent\$ websites can now benefit you. In addition to the saving opportunities you bring to JBSA, you can earn time off for your approved ideas.

One approved idea earns a certificate and time off award of two hours. Three approved ideas or more than \$5,000 saved earns a certificate, a coin from the 502nd ABW commander and a time off

award of four hours. Five approved ideas or more than \$10,000 saved earns a certificate and time off award of eight hours.

Visit the "JBSA Makes Cent\$" website at [http://www.jbsa.mil/Resources/JBSAMakesCent\\$.aspx](http://www.jbsa.mil/Resources/JBSAMakesCent$.aspx) to learn more about what is going on around the command, as well as to submit your ideas.

(Source: 502nd Air Base Wing)

News Briefs

Continued from P6

2015 Federal Benefits Open Season Underway

The open season for the Federal Employees Health Benefits Program, Federal Employees Dental and Vision Insurance Program and the Federal Flexible Spending Account Program continues through Monday. Enrollment in a Self Plus One option is now available for the FEHB and enrollment in this program will satisfy the Affordable Care Act's minimum essential coverage requirement. FEHB elections are effective Jan. 10, 2016 and will be reflected on leave and earnings statements for the pay period ending Jan. 23, 2016. FEDVIP elections are effective Jan. 1, 2016. The benefit period for health care and limited expense flexible spending accounts runs from Jan. 1 to Dec. 31, 2016. The benefit period for dependent care flexible spending accounts runs from Jan. 1 of the current year through March 15 of the following year. Federal employees can find more detailed information on making an open season election on the myPers website at <https://myPers.af.mil>.

Fort Sam Houston Museum Open

Take a step into history at the Fort Sam Houston Museum in the Quadrangle, building 16, the oldest structure on the installation. The museum chronicles the history of the Army in San Antonio from its arrival in 1845 to the present. Learn about the vital role Fort Sam Houston played in the development of the Army and connect with the Soldiers who served on this historic post. The museum offers numerous services for military members and their families to include professional development, neighborhood histories and special history searches for the kids. Admission to the museum is free to all active duty service members, retirees, civilians and family members. The hours are 10 a.m. to 4 p.m. Tuesday-Friday, noon to 4 p.m. Saturday and closed

Sunday, Monday and federal holidays. For more information, call 221-1886.

Budge Dental Clinic Welcomes Army North, Army South Soldiers

The Budge Dental Clinic at 3145 Garden Ave. now provides dental treatment for all U.S. Army North and U.S. Army South Soldiers. Hours of operation are 6 a.m. to 3:30 p.m. Mondays through Thursdays and 6 a.m. to 3 p.m. Fridays. Call 808-3735 or 808-3736 for more information.

North New Braunfels, Harry Wurzbach West Access Control Points Open Mornings

The North New Braunfels Access Control Point, located by the Quadrangle, and the Harry Wurzbach West ACP, also known as the Pershing Gate, are open for incoming and outgoing traffic from 5:30-8:30 a.m. Mondays through Fridays, except on federal holidays, according to the 502nd Security Forces Squadron.

Stray Animals Notice For JBSA-Fort Sam Houston Residents

Many stray or roaming animal sightings are near residences. The stray or roaming animals are seeking food, water and shelter. Although this is not necessarily a housing problem, housing officials ask that residents refrain from feeding any animal that does not belong to them or that is running wild on Joint Base San Antonio-Fort Sam Houston. If stray or roaming dogs in housing areas or entering the installation are seen, please call the 502nd Civil Engineering Squadron service call desk at 671-5555 to establish a work order and report the stray as soon as possible. Civil engineers will set traps for the strays and remove once the strays have been caught. If a wild animal is seen, keep away and make sure that no one is leaving food or water near housing areas. In addition, call Lincoln Military Housing at 221-0948 to have pest control service place a trap around the residence.

CHAPEL WORSHIP SCHEDULE

PROTESTANT SERVICES

Sundays

Main Post (Gift) Chapel

Building 2200, 2301 Wilson Way
8 and 11 a.m. - Traditional

Dodd Field Chapel

Building 1721, 5584 Dodd Blvd.

8:30 a.m. - Samoan

10:30 a.m. - Gospel

Army Medical Department

Regimental Chapel

Building 1398, 3545 Garden Ave.

9:20 a.m. - 32nd Medical Brigade

Contemporary Service

11:01 - Contemporary "Crossroads"

Brooke Army Medical

Center Chapel

Building 3600,

3551 Roger Brooke Rd.

10 a.m. - Traditional

CATHOLIC SERVICES

Daily Mass

Brooke Army Medical Center Chapel

Building 3600,

3551 Roger Brooke Rd.

11:05 a.m., Monday through Friday

Main Post (Gift) Chapel

Building 2200, 2301 Wilson Way

11:30 a.m., Monday through Friday

Saturday

Main Post (Gift) Chapel

4:45 p.m. - Reconciliation

5:30 p.m. - Evening Mass

Sunday

8 a.m. - Morning Mass, AMEDD

8:30 a.m. - Morning Mass, BAMC

9:30 a.m. - Morning Mass, MPC

11:30 a.m. - Morning Mass, BAMC

12:30 p.m. - Afternoon Mass, DFC

JEWISH SERVICES

8 p.m. - Jewish Worship,

Friday, MPC

8:30 p.m. - Oneg Shabbat,

Friday, MPC

ISLAMIC SERVICE

2:00 p.m. - Islamic Services

(Monday through Thursday) BAMC

1:15 p.m. - Jummah, Friday,

AMEDD

LATTER DAY SAINTS SERVICES

1 p.m. - LDS Worship, Sunday,

AMEDD

BUDDHIST SERVICES

10 a.m. - Buddhist Services,

Saturday, AMEDD

For worship opportunities of faith groups not listed here, please visit the JBSA-Fort Sam Houston Chaplain's website at <http://www.jbsa.af.mil/jbsachapel/samhouston.asp>.

JBSA-Fort Sam Houston holiday schedule of religious services and activities

Catholic

Sunday: Christmas caroling on the River Walk
Dec. 24: Mass, 5 p.m., Dodd Field Chapel; Mass, 10 p.m., Main Post Chapel
Dec. 25: Mass, 9:30 a.m., Main Post Chapel
Dec. 31: Mass, 5:30 p.m., Main Post Chapel
Jan. 1, 2016: No New Year's Day Mass

Protestant

Sunday: Choir Cantana, 8 a.m., Main Post Chapel
Dec. 20: Choir Cantana, 11 a.m., Main Post Chapel
Dec. 24: Candlelight Services, 6 p.m., Main Post Chapel

Gospel

Dec. 20: Christmas Service-Youth Sunday, 10:30 a.m., Dodd Field Chapel
Dec. 31: Watch Night Service, 10 a.m. to 1:30 a.m., Dodd Field Chapel

Samoan

Dec. 24: Christmas Eve Service, 7 p.m., Dodd Field Chapel
Dec. 31: New Year's Eve Service, 7 p.m., Dodd Field Chapel

Ecumenical Gathering

Wednesday: Advent Potluck and Prayer, 5:45 p.m., Dodd Field Chapel

Jewish

Friday: Celebration of Hanukkah, 8 p.m., Main Post Chapel



Military Salute At The Briscoe Museum

The Briscoe Western Art Museum, located at 210 W. Market St. in San Antonio, offers a military salute program that allows year-round free admission for active duty military and up to four members of their family. For more information, visit <http://www.briscoemuseum.org>.

Van Autreve Sergeants Major Association

The Sgt. Maj. Of the Army Leon L. Van Autreve Sergeants Major Association meets at 5 p.m. on the third Thursday of each month at the Longhorn Café, 1003 Rittiman Road. All active duty, Reserve, National Guard and

retired Sergeants Major are invited. Call 539-1178.

Enlisted Association

Chapter 80 of the Enlisted Association meets at 1 p.m. on the fourth Wednesday of each month at the JBSA-Lackland Gateway Club. Call 658-2344.

INSIDE from P16

party, students, TDY, retirees and civilians may borrow up to 30 days. Bring a copy of your orders. For more information, call 221-2705.

Virtual Career Library

A full range of career guidance and employment services, resources include: educational e-

books, employment guides, school/college finders, virtual job data cards, and more. Free at <http://www.VirtualCareerLibrary.com/ftsh> to all participants of employment readiness.

Military And Family Life Counselors

Military and Family Life Counselors help service members,

their families, and significant others in addressing issues from deployment and reintegration, marriage and relationships, stress and anxiety, depression, grief and loss, or daily life issues. Consultations and trainings are anonymous, no records are kept. After-hours and weekend appointments are available. Meetings can also be arranged off-site. Call 517-6666

or 997-7521 to schedule an appointment.

School Liaison Office

The School Liaison Office assists parents with children in grades K-12. SLO can help with the transition between schools; provide information about local school systems, policies, programs and more. Call 221-2214.



Happy Holidays

CLASS
6X9.75 1

CLASS
6X9.75 1

3 x 2.35 AD

3 x 2.35 AD

3 x 4.75 AD

3 x 9.75 AD